



City Manager Position Available Apply by December 6, 2013

Welcome to Mountlake Terrace, a revitalizing community and a hidden gem in the Seattle metro area. Surrounded by the natural beauty of stately evergreen trees, rolling hills, ample parks, Lake Ballinger and beautiful mountain views, this City is poised for a bright future. Mountlake Terrace has great neighborhoods, the people are friendly and housing prices are very reasonable. The average home costs between \$250,000 and \$300,000 and a very nice home can be purchased for between \$300,000 and \$400,000. Residents are served by the Edmonds School District which is one of Washington State's finest.

Crime is low in Mountlake Terrace and the City has nine family friendly parks along with a privately-owned 18-hole golf course that is open to the public. It is home to a transit center and will have a stop on the rapid rail system. Taxes are among the lowest in Snohomish County. The City Council is progressive and has

created a road map for the future which has been incorporated in the City's Town Center Plan (approved in 2007). 74% of the residents rate their quality of life as good to excellent, 25% say it is fair and only 1% say it is poor. City services are routinely rated in the 80th percentile. And with good reason – the City's elected leadership is strong and cohesive and the City staff is excellent. They have a shared vision and the City is moving forward to implement it. All that is needed now is an outstanding City Manager to help take it to the next level!

Mountlake Terrace is located on the Interstate 5 (I-5) corridor just 15 miles north of downtown Seattle and 15 miles south of Everett. The City is home to a recently-constructed Transit Center and Freeway Station with express bus service, and light rail is on the way. These recent improvements make the commute to work, the University of Washington and

downtown Seattle entertainment venues relatively easy. Rectangular in shape, I-5 splits the City (with approximately one third of the City to the west of I-5 and two thirds to the east). The Olympic Mountains and Puget Sound lie to the west, the Cascade Mountains to the east and Mount Rainier to the southeast. It is one hour to skiing, two hours to the ocean and only three hours to Portland, Oregon or Vancouver, British Columbia. The Canadian border is less than a two-hour drive north.

While the quality of life is outstanding in the City, the area around it offers a multitude of activities. In nearby Seattle, you will find the Seattle Symphony Orchestra (which is among the nation's most recorded), the Seattle Opera and the Pacific Northwest Ballet. Sprinkled throughout Seattle are over two dozen theater venues. For those who enjoy spectator sports, the Seahawks (of the NFL), Mariners (MLB), Sounders (MLS), and Storm (WNBA) are well known - not to mention the University of Washington and its wellrespected Huskies. If you would rather participate, you can find practically any activity that you are interested in locally - both for youth and adults. The community offers traditional sports such as youth football, adult and youth baseball, soccer, and basketball. In the surrounding region there is easy access to boating, hiking, fishing, hunting, skiing and a variety of other outdoor activities. A variety of shopping opportunities exist within the neighboring communities and the metro area.

The Port of Seattle offers numerous cruises with destinations along the west coast of the U.S., Canada and Alaska. The scenery is stunning and whales and other natural wildlife can often be seen. From nearby SeaTac International Airport, you can quickly get to virtually anywhere in the United States and Asia.

So if you are an exceptional professional looking for an outstanding and welcoming place to be a City Manager, you have just found the right place.

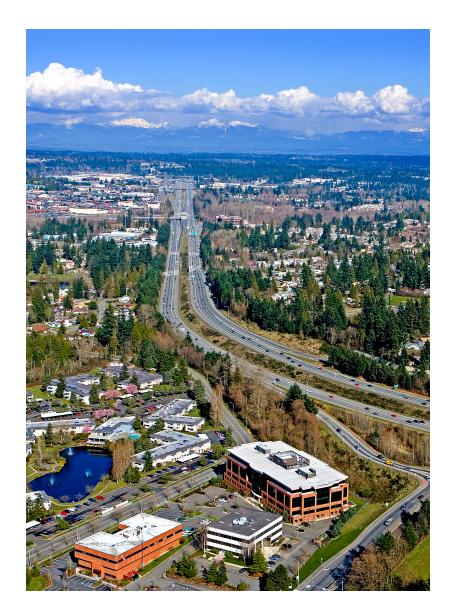
History

In the nineteenth century, the region was thickly forested. Natives crisscrossed the area to hunt, gather berries and dig roots. The thick forested land was obtained by the Puget Mill Company in 1862. By 1900, most of the land in south Snohomish

County had been logged off, so Pope & Talbot Co. (the successor entity to the Puget Mill Co.) subdivided it into 10-acre "chicken ranches." This effort was moderately successful (the larger area was known as Alderwood Manor during this time) as a few people moved into the area to raise chicken, mink and chinchilla.

An interurban rail line between Tacoma and Everett in 1910 allowed easier access. Many of those small farms failed during the Great Depression, and the railroad was abandoned in 1939. The former railroad has since become a paved pedestrian and bicycle path (the Interurban Trail) connecting Seattle with Everett via Mountlake Terrace.

A portion of the area was used by the government during World War II as a landing field. At the end of the war, the government ceased operation of the airfield. In 1949, Albert LaPierre and Jack Peterson bought the abandoned airstrip and began filling it with modest cinder-block houses. They named their development Mountlake Terrace because from some parts of the property they could see both Mount Rainier and Lake Washington, and the old runway looked a little like a terrace.



City Manager

Table I: Climate Data for Mountlake Terrace, WA

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Average High °F	47	50	54	59	65	70	76	76	71	60	51	46	60
Average Low °F	37	37	39	42	47	52	56	56	52	51	40	36	45
Precipitation Inches	5.6	3.5	3.7	2.7	1.9	1.6	0.7	0.9	1.5	3.5	6.6	5.4	37.4

Source: National Oceanic and Atmospheric Administration

By 1954, over 5,000 people lived in the area and the existing infrastructure was overwhelmed by unplanned growth - people waited a year for a party-line telephone; streets were unpaved; and household sanitation was provided by individual septic systems. The nearest police department was in Everett, 15 miles to the north. Local leaders worked hard, and residents voted 517 to 483 to incorporate Mountlake Terrace with a Council-Manager form of government in 1954.

Mountlake Terrace's population doubled between 1950 and 1960 and then nearly doubled again by 1970. Small businesses flourished in two strip-mall-type shopping centers in the middle of the area. A bustling town center formed during the early decades that included a department store, pharmacy, grocery store, dry cleaners, beauty shop, and restaurants.

Rapid growth did not continue. The Boeing Company suffered a significant business downturn (about 75% of the Everett workers lost their jobs in the 1970s); in 1979 a large mall (Alderwood) opened in adjacent Lynnwood, which drew much of the area's business away from downtown Mountlake Terrace; and in 1990 two arson-caused fires in the city center caused significant destruction.

In 2006, the City Council decided to generate economic development throughout the community by creating and implementing a Town Center Plan. The City Council worked in tandem with the community to adopt a Town Center Plan in early 2007 with the hope of revitalizing its downtown to create an economically viable city and retain a high quality of life for its residents. The Town Center planning process received the "Citizen Involvement Award" from the Washington State Chapter of the American Planning Association in 2007, and the Plan itself received the Governor's "Smart Vision Award for Comprehensive Planning" in 2009.

The Town Center Plan allows for mixed-use buildings of up to seven stories in the central block and up to five stories in surrounding blocks. The previous limit was three stories. The Town Center is taking shape, starting with the intersection of 236th Street and 56th Avenue, where a large-scale mixed-use construction project was recently completed. A second large-scale project is now under construction, with a third breaking ground soon.

Geography

Mountlake Terrace has a total area of 4.17 square miles (of which, 4.06 is land and 0.11 is water). It lies on gently rolling hills and it is between 260 and 530 feet above sea level. The southwestern portion of the City includes Lake Ballinger Park, which offers a boat launch, a fishing pier and waterfront play. The Lake itself is located partially in Mountlake Terrace and partially in Edmonds. A nine-hold golf course owned by the City along the Lake closed in 2012 and is being transitioned to a 45-acre passive park.

Climate

Mountlake Terrace's climate is described as oceanic with mild wet winters and warm dry summers. The City has four distinct but relatively mild seasons. Average summer temperatures range from $52^{\circ}F$ to $76^{\circ}F$ and in the winter range from $35^{\circ}F$ to $46^{\circ}F$. Table I (above) provides some additional information.

On average the City experiences approximately 200 cloudy days a year and is partly cloudy for another 90+ days. The area's reputation for rain comes from the frequency (it rains on average a little over 150 days per year) and not the total accumulated rainfall. In fact, its annual average precipitation is approximately 37 inches, less rain than what is received in New York (50 inches), Atlanta (50 inches), or Chicago (39 inches).

Commerce

Mountlake Terrace is primarily a suburban residential community. As can be seen from Table II, (located on top of page 4) the City has one large employer. Otherwise, the City's residents commute to work outside the City's boundaries or operate small business.

As previously noted, the City approved Town Center Plan will bring mixed use development into the downtown area. \$300 million in projects are already underway. The City's Main Street Revitalization

Table II: Principal Employers

Rank	Employer	Type of Business	Employees	% of All Employees
1	Premera Blue Cross	Health/Life Insurance	2,404	36.28
2	Edmonds School District	Education	355	5.28
3	Sterling Savings Bank	Banking	165	2.49
4	City of Mountlake Terrace	Municipality	154	2.32
5	Albertsons	Grocery Store	100	1.51
6	Crazy Moose Casino	Gambling/Casino	99	1.49
7	Camelot Society	Offices	75	1.13
8	1st Security Bank	Banking	64	0.97
9	Red Dragon Casino	Gambling/Casino	64	0.97
10	QFC (Kroger)	Grocery Store	51	0.77

Source: 2012 Mountlake Terrace CAFR

Project will reconstruct the key roads in the Town Center and connect downtown to the Transit Center. Design of "Main Street" is now underway with construction planned to begin in 2015. This project is anticipated to bring 1,400 new long-term jobs to the City, and reconstructing the roadways will help set the stage for future development and private sector investment.

The Government

Mountlake Terrace is governed by a seven member Council whose members serve staggered four-year terms. The next election is in November 2015. In the November 2013 election, due to an appointment filling a vacancy, five seats were up for election. Of those, two incumbents were unopposed and the remaining three were returned to office by margins ranging from 4% to 21%. In 2011, two of three incumbents were returned to office. Many members of the current Council had prior service on the Planning Commission. The Mayor is selected from among the Council members in January of even numbered years and serves a two-year term. The current Mayor has served on the Council since 2002 and has been Mayor since 2004.

The Council meets four times a month: on the first and third Mondays for a regular meeting, and on each of the preceding Thursdays for a study session. Councilmembers are well informed, astute, cohesive, and cordial – even when they disagree. They understand their role as policy makers and are not a "yes" Council, so plan on coming to the meetings prepared. They may not agree on every issue but the discussions are considerate and respectful. They have a common vision for the City for the next 20 years and make decisions based on

that vision rather than on personal agendas. While they are fiscally conservative, they are willing to spend money to bring their vision to reality. They all think very highly of the city staff members and their abilities. The City Manager serves as the City's Chief Executive Officer reporting to the Council and overseeing all city operations.

City services are provided through a combination of city employees, public and private contracts, and a number of partnerships to include community volunteerism and participation.

The eight City departments are: City Manager (which includes City Attorney, City Clerk, and Community Relations); Administrative Services (Finance, Human Resources and Information Technology); Police (which includes Municipal Court and Jail Services); Fire; Community and Economic Development; Public Works; Engineering Services; and Recreation & Parks.

Snohomish County Fire District No. 1 provides fire protection and emergency medical services through a contract. The City also contracts with South Snohomish County District Court for court services and with the Snohomish County Sheriff's Office, Okanogan County Sheriff's Office and City of Lynnwood for jail services. Snohomish County PUD delivers electric services. Community Transit and Sound Transit supply public transportation services. The Sno-Isle Library District engages City residents through its library and reference services. Edmonds School District No. 5 provides educational programs for kindergarten through high school students.





5

The City's 2013-2014 budget lists 153 full-time equivalent positions and states that over the course of a year, the City employs approximately 280 people in full-time and part-time positions. These individuals range from part-time camp counselors during summer months to interns and volunteers to full-time police officers and maintenance workers. Turnover of employees is low. The largest departments are Police and Recreation & Parks, each of which have just under 40 FTEs. City employees are represented by two unions: the Teamsters for approximately 34 non-salaried employees in Public Works, Finance and Police Support Services, and the Police Guild, which covers approximately 22 officers and sergeants.

The 2013/2014 Adopted Biennial Budget amounts to \$49,150,885 in 2013 and \$48,039,220 in 2014. The General Government Budget totals \$23,967,224 in 2013 and \$24,151,734 in 2014. The City has also budgeted \$9,246,429 in capital improvements in 2013 and \$5,776,507 in 2014. The utility budgets (which consist of storm water, sewer and water) total \$15,937,233 in 2013 and \$18,110,980 in 2014 and include both a maintenance operating component and a construction component.

The principal revenue sources by percentage of budget are: charges for services (30%), property taxes (22%), utility taxes (17%), and sales taxes (10%). The current property general tax levy is 1.936 per thousand. An additional \$.50 is levied for EMS.

The Opportunities and Challenges

Mountlake Terrace has a number of issues/ opportunities, none of which are overwhelming but they will keep the next City Manager busy. The positives are the City is financially strong and has a staff that solves problems. The City has been very good at obtaining grants, is known for its ability to work with developers and has a sound plan for its downtown core. As a result, the City is getting the projects and funds it needs to revitalize the downtown. It also has good relations with Snohomish County.

The most significant challenge is making the vision for the downtown a reality. As noted, the vision is well-thought out and a great deal has been put in place already. The City has secured \$8 million of the \$12 million it needs to complete its Main Street

Project but still needs to identify the remaining \$4 million. And the City needs to attract the right projects.

The second challenge is aging infrastructure. One of the key items is the City Hall. Currently the City is renting commercial office space. To obtain approval to construct a new building, the voters must give their approval and the necessary threshold is 60%. Three times the voters have considered a plan to build a new City Hall and it has failed. After receiving 47% the first time, the cost was reduced and a majority of voters (but not 60%) supported it. In 2012 the third vote was 124 votes short of 60%. After the first of the year, the City will regroup and develop a new plan. Additionally, it will need to consider some of its other facilities. The Recreation Pavilion has reached the end of its useful life and needs to be replaced and updated. The Police Station is too small, and this facility along with the Library need upgrades. Additionally, the underground water and sewer infrastructure is aging. One of the City Council's goals is to address aging infrastructure, and since 2008 the City has received over \$10 million in federal and state funding to accomplish this goal.

The final challenge will be replacing the prior manager. He was extremely effective and highly regarded. The next manager will have some big shoes to fill.

The Ideal Candidate

First and foremost, the City Manager will be high energy and proactive, someone who is an outstanding leader and manager. The individual will be someone who will partner with the City Council and staff to enhance and implement the community's vision. The next manager will see things as they ought to be (not as they are) and will focus on achieving the "ought to be." He/she will be a communicator and recognize the importance of spending time with the Councilmembers, staff and community - learning from them, understanding their needs, soliciting their input and helping everyone capture the vision for the future. This Council is verbal and prefers that form of communication. It also does not like to be surprised, so timely communication is important as is the unvarnished truth. It wants to be able to make informed decisions based on the facts.

The next City Manager will be a team leader/player, a progressive thinker and a doer – someone who knows not just how to maintain the city's current momentum but also how to create and seize new opportunities. At the same time the individual will be strategic and have the patience to wait until the time is right. He/she will be able to see over the horizon – thus anticipating and avoiding issues before they become problems. Results will be what drives the individual but he/she will also understand the importance of people in the process. It is vital that the next City Manager relate well, be considerate and inclusive. The next City Manager will also understand the importance of not sacrificing the long term for short term gains.

Customer service and responsiveness will be two of the individual's core values and areas where he/she will lead by example. The next City Manager will be technically savvy. Having an understanding of the media and how best to work with it will be important, but so will current technologies such as websites and social media.

In terms of management style, the individual will set the tone, provide general direction, empower and then step back. He/she will let the directors and staff members do their jobs while expecting to be kept informed. Accountability (trust but verify) will be a key element in the individual's management style. If a project is behind schedule or in need of a course



City Manager 6

correction, the individual will not be afraid of rolling up his/her sleeves and helping out. He/she will also be open-minded and encourage creativity and reasonable risk taking. The individual will understand the importance of people, of mentoring, of putting them in places where they will succeed and of being the interface between the staff and the elected body.

The individual will make good decisions and be someone who has the courage to accept and address the brutal facts. As the City Manager, he/she will understand the importance of transparency and that a negative situation does not improve with age or on its own. Rather it needs to be addressed and the sooner the better. He/she will also have the strength to do what is right for the community rather than what is popular.

Personally, he/she will be upbeat, positive, outgoing, friendly, confident and compassionate. The individual will also have broad shoulders, a backbone of steel and a great sense of humor. Ideally the next manager will have at least five years experience as a City Manager, Deputy City Manager or an Assistant City Manager. Experience with economic development, public/private partnerships, construction (including non-traditional methods such as GC/CM), and contract management is a plus. The individual is expected to have at least a Bachelor degree in business administration, public administration, urban planning or a related field.

Residency

The selected candidate is required to reside within the City limits.

Compensation

The salary range for the City Manager is \$120,000 – \$160,000. Although the Council would like to pay below the midpoint of the range, it will consider a higher salary for a more qualified candidate. Benefits are excellent.

Previous City Managers

Historically the City Manager's position has been very stable. Over the past 22 years, the City has only had three managers. The immediate past City Manager was very well regarded and resigned to accept a similar position in a larger city in the metropolitan area. The interim City Manager will not be applying.

How to Apply

E-mail your resume to Recruit34@cb-asso.com by December 6, 2013. Faxed and mailed resumes will not be considered.

Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

The Process

Applicants will be screened between December 7th and January 8th. Finalist interviews are scheduled for January 24th and 25th with a selection shortly thereafter.

Confidentiality

Applications will be kept confidential until the finalists are approved by the City Council. At that point, it is anticipated that the names will be released to the public.

Other Important Information

The City of Mountlake Terrace embraces diversity and encourages women and minorities to apply. Further, it assures that no person shall, on the grounds of race, color, sex, age, disability or national origin, as provided by Title VI of the Civil Rights Act of 1964, and the Civil Rights Restoration Act of 1987 (P.L. 100.259), be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. The City further assures every effort will be made to ensure nondiscrimination in all of its programs activities, whether those programs and activities are federally funded or not.



City Manager Mountlake Terrace, WA